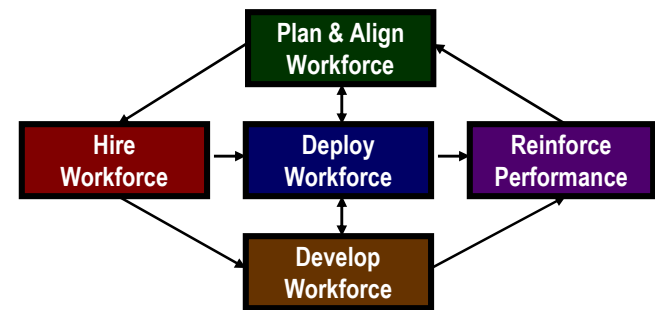

**State of Washington
Dept. of Agriculture**

**Human Resource
Management Report**

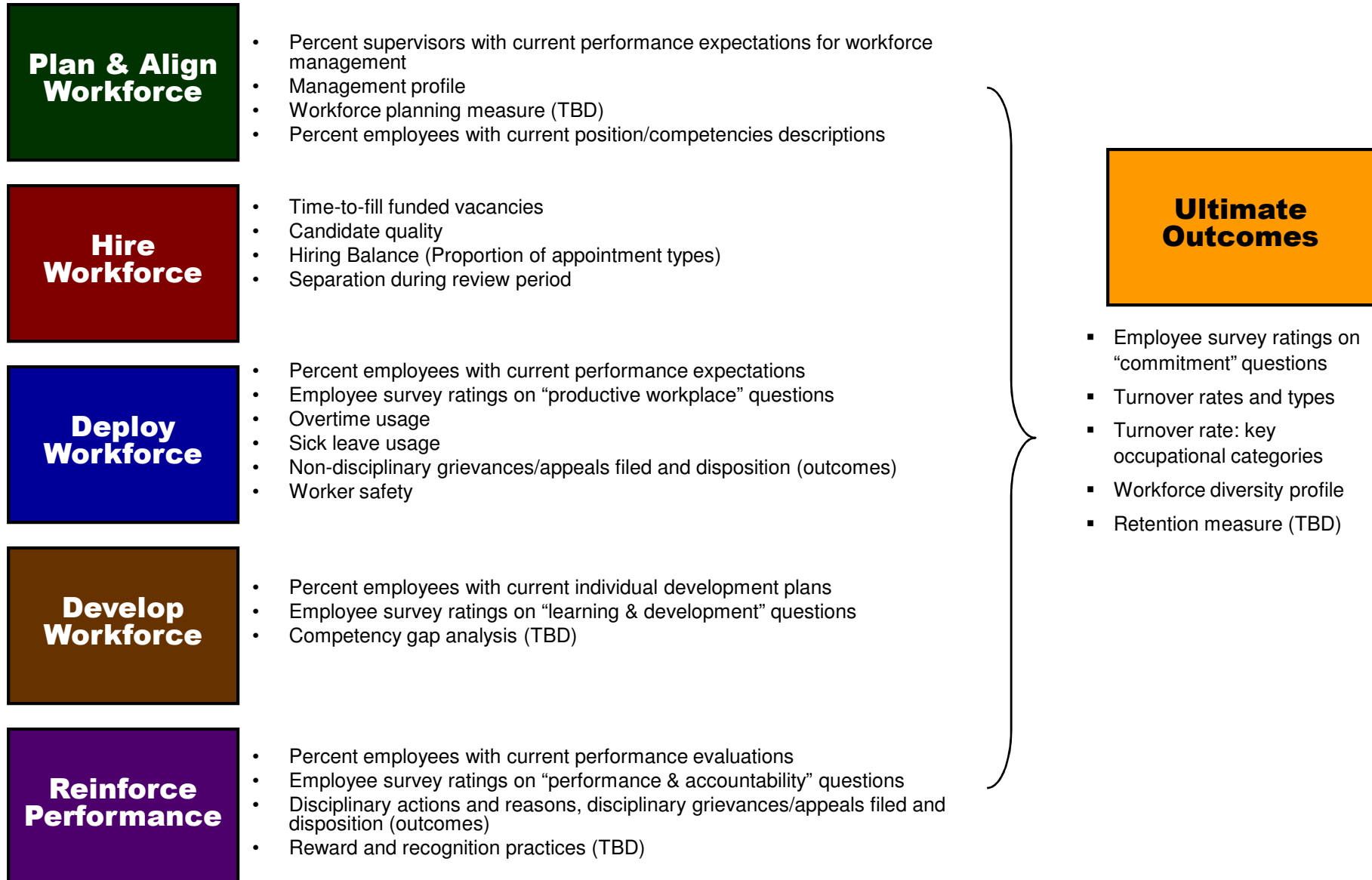


October 2008

Managers' Logic Model for Workforce Management



Standard Performance Measures



Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

Agency Priority: Low

Percent supervisors with current performance expectations for workforce management = 100%

*Based on 123 of 123 reported number of supervisors

Analysis:

- Acting Director Bob Gore continues to work with the Executive Leadership Team and staff to stress the importance of agency measures and how they are used to manage core business operations and install public confidence.

Action Steps:

- WSDA will continue to widely communicate organizational performance on the agency's website for managers and staff.
- The Director will continue to make GMAP data a topic of discussion at Executive Leadership Team meetings
- Supervisors and managers are making GMAP data a topic of discussion at work unit meetings.

Data as of 06/08
Source: Agency

Management Profile

Agency Priority: Low

WMS Employees Headcount = 37

Percent of agency workforce that is WMS = 4.6%

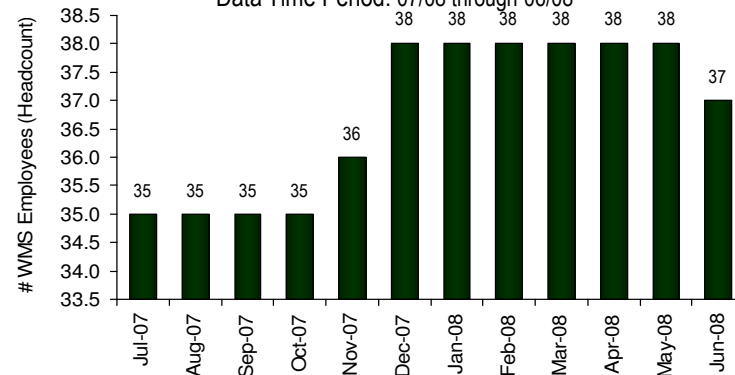
Managers* Headcount = 41

Percent of agency workforce that is Managers* = 5%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

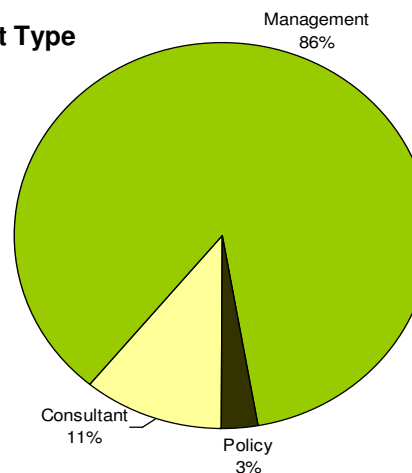
Washington Management Service Headcount Trend

Data Time Period: 07/08 through 06/08



WMS Management Type

Management	32
Consultant	4
Policy	1
Not Assigned	0



Data as of 06/08
Source: Business Warehouse

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Background Information:

- The figures at left are based on a headcount of 813 employees, a peak workforce including non-permanent employees.
- The WMS control point percentage established for WSDA is 6.2% of 681 employees. This equates to 42 WMS employees.

Analysis:

- WSDA is below its control percentage point for WMS.
- Action Steps:**
- WSDA will continue to effectively manage the use of WMS positions.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: High

Percent employees with current position/competency descriptions = 94.7%*

*Based on 502 of 530 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- This is up from 84.8% from the April 2008 Interim Report.

Action Steps:

- During the employee's performance evaluation, supervisors will communicate to employees how their position and responsibilities align with the WSDA organizational mission and strategic plan.
- Executive Leadership Team will track WSDA progress in reaching the goal of 100% updated position descriptions.

Data as of 09/30/08
Source: Agency

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Agency Priority: Medium

Time-to-fill Funded Vacancies

Average number of days to fill*: **44**

Number of vacancies filled: **39**

*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: Medium

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 19 Percentage = 52.7%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 4 Percentage = 80%

Hiring managers indicating "no":

Number = 1 Percentage = 20%

Data Time Period: 07/07 through 06/08 for Time-to fill
04/08 through 09/08 for Candidate Quality

Source: Agency

Background Information:

- The average number of days to fill is based on the date of request to fill, to the date of the appointment.
- The candidate quality is based on information provided by the hiring manager or supervisor to the Human Resources Office.
- WSDA HR began collecting candidate quality information in April of 2008.

Analysis:

- The average number of days to fill is down from 46 days as reported in the April 2008 Interim Report. The state average is 52 days.
- Total number of surveys received by WSDA HR from April of 08 to September of 08 was 5.
- The percentage of managers responding positively to the Human Resources candidate quality questionnaire indicates a relatively high level of qualified candidates.
- Data will become more meaningful as more surveys are received.

Action Steps:

- WSDA will continue to identify milestones and analyze recruitment data to develop methods to reduce the number of days to fill.
- HR in partnership with the agency divisions will continue to identify recruitment strategies to attract and screen candidates to ensure they have the knowledge, skills and abilities to perform the job.
- HR will work with hiring supervisors to encourage an increased response rate to the candidate quality survey.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

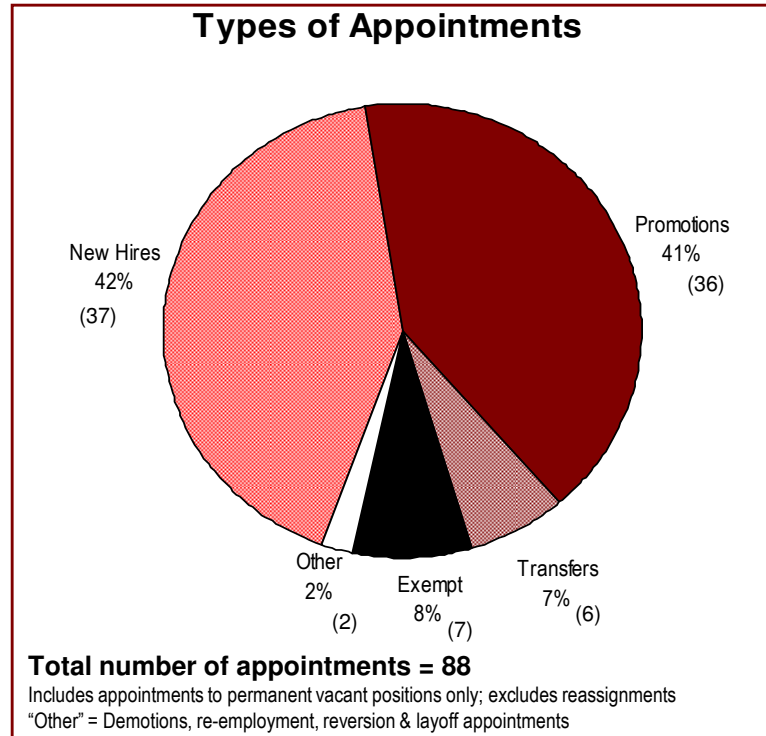
Time-to-fill vacancies
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low



Analysis:

- A majority of agency hires were new hires, followed very closely by promotions.
- The number of voluntary separations increased by 3 from the last reporting period.
- WSDA strives to strike a balance between giving current employees the opportunity to promote and bringing in employees from outside the agency that may have new ideas and innovations.

Action Steps:

- HR will continue to monitor exit interview data to determine reasons for employee separations.

Agency Priority: Low

Separation During Review Period	
Probationary separations - Voluntary	5
Probationary separations - Involuntary	1
<i>Total Probationary Separations</i>	<i>6</i>
Trial Service separations - Voluntary	1
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>1</i>
Total Separations During Review Period	7

Data Time Period: 07/07 through 06/08
Source: HRMS and Agency

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Agency Priority: High

Percent employees with current performance expectations = 89.6%*

*Based on 474 of 529 reported employees whose Expectations were due. Applies to employees in permanent positions, both WMS & GS

Analysis:

- The percent of completed expectations is up 84.8% from the April 2008 Interim Report.
- WSDA executives continue to communicate their expectations to managers and supervisors to improve organizational success through effective performance management.
- The agency goal continues to be 100% current expectations.

Action Steps:

- WSDA continues to follow the agency action plan and is working on methods to continue the progress made to date.
- WSDA will continue to educate managers and supervisors to maximize the performance of the employees by developing and motivating them to reach peak performance.

Data as of 9/30/08
Source: Agency

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

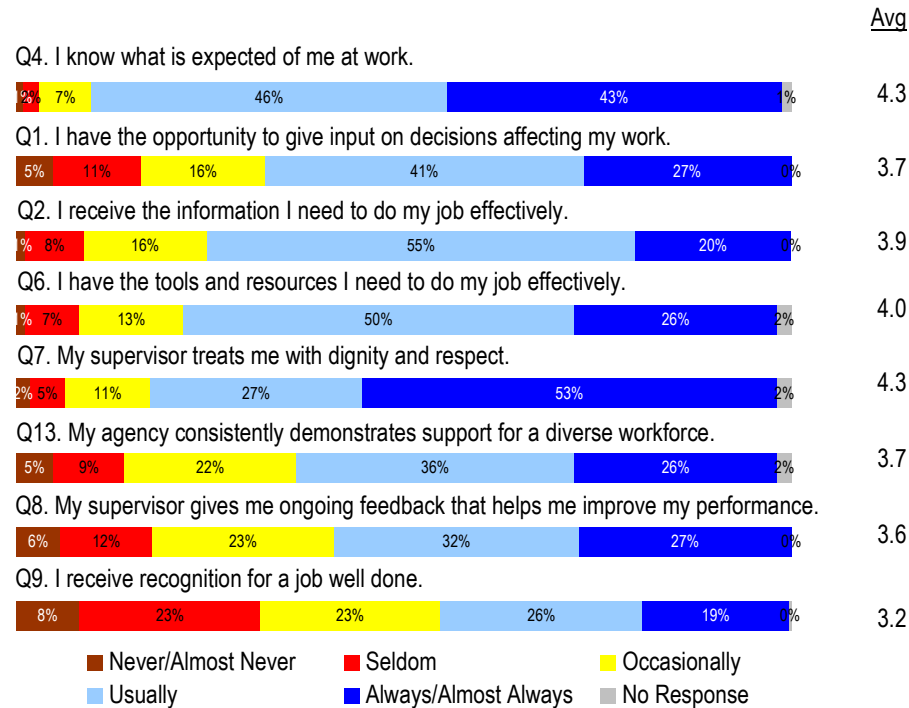
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Agency Priority: Medium



Overall average score for "Productive Workplace" ratings: 3.8

Analysis:

- A majority of staff taking the survey always or usually feel their supervisor treats them with dignity and respect.
- The survey indicates an increase in the number of employees who feel they have the opportunity to give input on decisions affecting their work.

Action Steps:

- WSDA is working on increasing employee awareness of how their work assists programs and divisions in accomplishing the agency's mission and vision by, but not limited to:
 - Making internal GMAP information a topic at unit meetings
 - Using the evaluation process to make clear the direct connection between the employee's work and the mission of the agency.
- WSDA is in the process of reviewing our recognition policies and criteria for receipt of awards.

Data as of 04/07
Source: DOP Survey

Overtime Usage

Agency Priority: Low

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

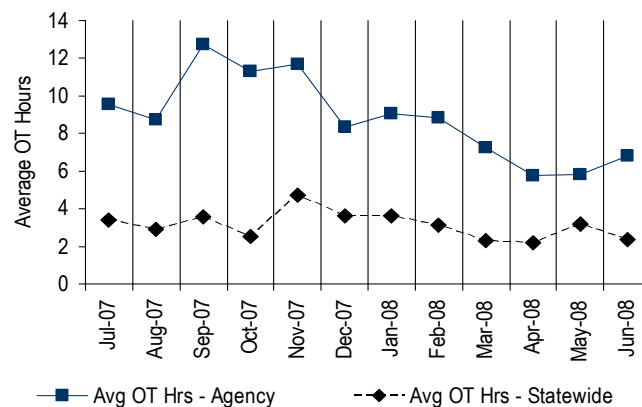
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Average Overtime (per capita) *

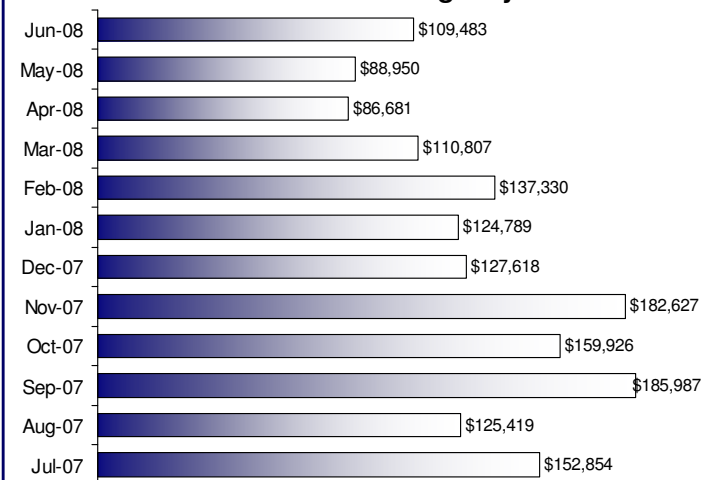


Overall agency avg overtime usage – per capita, per month: 8.8**

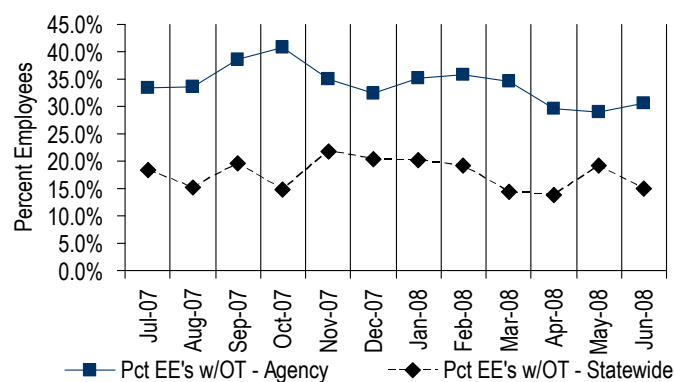
*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - Agency



% Employees Receiving Overtime *



Overall agency avg employees receiving overtime per month: 34.1%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: 07/07 through 06/08

Source: Business Intelligence

Analysis:

- WSDA overtime (OT) increases on a cyclical basis to meet industry demand during harvests.
- Industry driven overtime is key to supporting the agricultural community and promoting consumer and environmental protection. The majority of overtime occurs in the Commodity Inspection Division and is covered by inspection fee revenue.
- OT is an effective and efficient way to provide adequate staffing during times of peak activity.
- The percentage of employees receiving overtime decreased from 35.7% in the April 2008 Interim Report to 34.1%.

Action Steps:

- WSDA will continue to effectively manage OT use and ensure OT is used in the appropriate manner.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

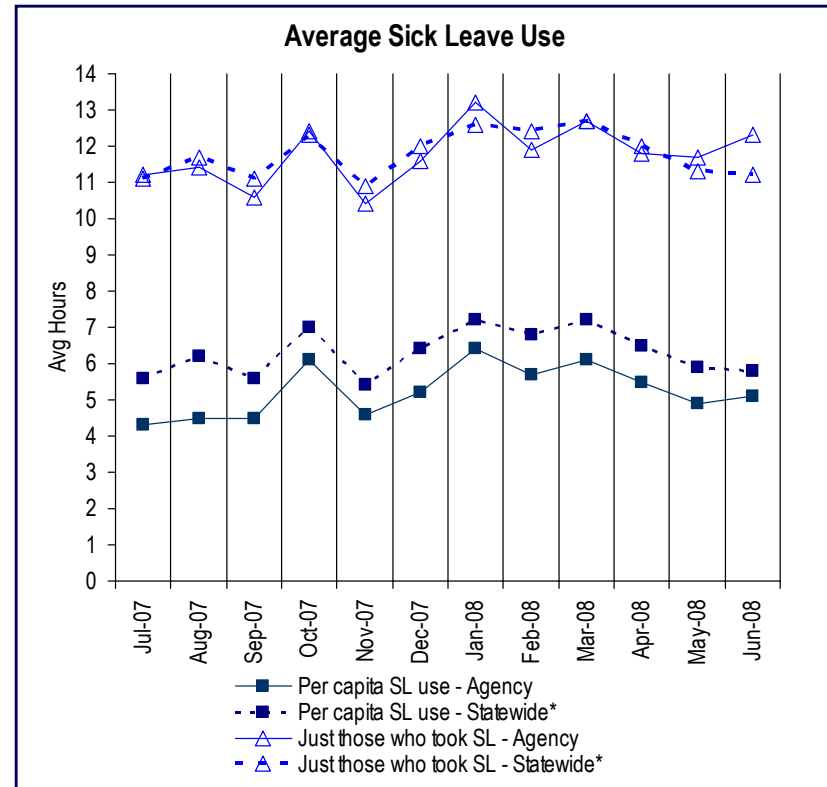
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Agency Priority: Low



Analysis:

- WSDA continues to remain at or below the statewide average in the use of sick leave.

Action Steps:

- Assistant Directors will continue to manage sick leave usage in their divisions.
- HR continues to communicate methods and tools for managers' and supervisors' use to identify and mitigate the inappropriate use of sick leave.
- WSDA will continue to educate employees on the importance of participating in wellness activities and promoting a healthy lifestyle.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
5.2 Hrs	71.5%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
11.8 Hrs	147.1%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/07 through 06/08

Source: Business Intelligence

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

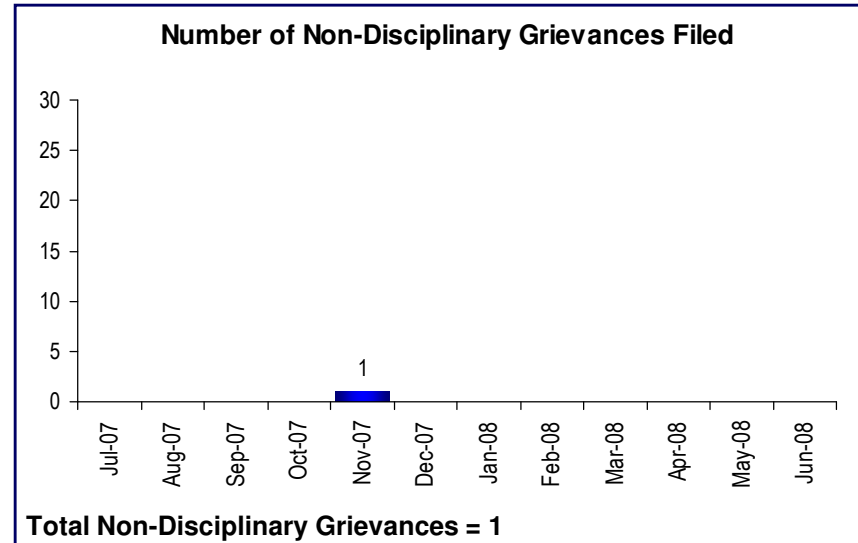
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low



* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- Grievance settled prior to going to arbitration.

Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Hiring/Recruitment	1
2.	
3.	
4.	
5.	

Analysis:

- One grievance was filed in this reporting period, down from 3 in the last reporting period.

Action Steps:

- Managers and supervisors continue to resolve issues at the lowest level possible, resulting in the low number of grievances filed.

Data Time Period: 07/07 through 06/08
Source: HRMS and Agency

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from register
- 0 Rejection of job application
- 0 Remedial action

0 Total filings

Filings with Personnel Resources Board

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Total outcomes = 0

Total outcomes = 0

Data Time Period: 07/07 through 06/08
Source: Department of Personnel

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
Employee survey ratings on 'productive workplace' questions
Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: Agriculture, Department of

Analysis:

- WSDA is focusing on improving safety performance and embracing a safety-first culture.
- Seasonal injury spikes show that many WSDA job functions are in the field and are physical in nature; especially in the Commodity Inspection Division.
- WSDA claims rates are generally below other Human Resource Management Report (HRMR) agencies.

Action Plan:

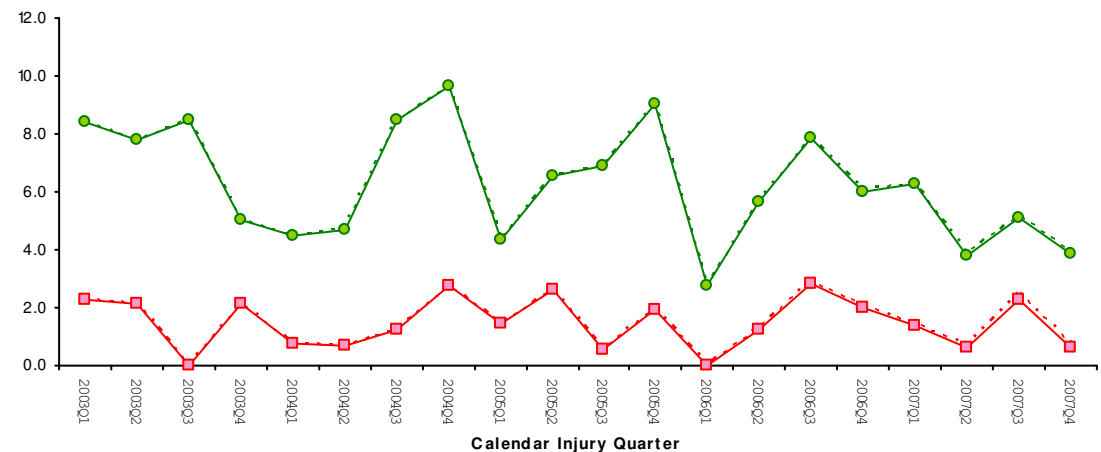
- WSDA has hired a Risk/Safety Manager to focus on implementing the safety action plan and manage safety performance goals for the agency.
- WSDA Divisions will utilize job hazard analysis teams and safety committee processes to identify safety risks and develop mitigation strategies.
- WSDA will ensure internal safety and health training programs address the incorporation of safe working habits as a best business practice.

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

- claims rate
- compensable claims rate
- - - - - projected claims rate
- - - - - projected compensable claims rate

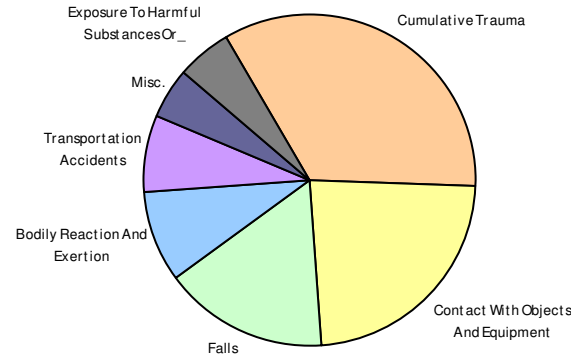


All rates as of 06-30-2008

Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	56
9	Other Events Or Exposures	9

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: High

Percent employees with current individual development plans = 89.6%*

*Based on 474 of 529 reported employees whose plans due.
Applies to employees in permanent positions, both WMS & GS.

Data as of 09/30/08
Source: Agency

Analysis:

- WSDA is up 82.8% from the April 2008 Interim Report.
- Timely completion of evaluations continue to increase along with the rate of individual performance plans.

Action Steps:

- WSDA will continue to hold supervisors accountable for completing quality evaluations, to include development plans tied to the agency's mission and vision.
- WSDA will continue to provide the necessary training and development opportunities for employees.

Employee Survey "Learning & Development" Ratings

Agency Priority: High

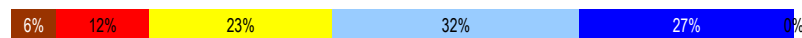
Q5. I have opportunities at work to learn and grow.



Avg

3.7

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



3.6

■ Never/Almost Never
 ■ Seldom
 ■ Occasionally
■ Usually
 ■ Always/Almost Always
 ■ No Response

Overall average score for "Learning & Development" ratings: 3.7

Analysis:

- WSDA continues to work with employees to determine their future career development and training needs.
- Employees usually or always feel they are getting the feedback they need to be successful.

Action Steps:

- WSDA will continue to improve productivity through constructive feedback both on an ongoing basis and through the evaluation process.

Data as of 04/07
Source: DOP Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: High

Percent employees with current performance evaluations = 97.2%

*Based on 485 of 499 reported employees whose evaluations were due. Applies to employees in permanent positions, both WMS & GS

Analysis:

- The percent of completed evaluations is up from 86.2% from the April 2008 Interim Report.
- WSDA executives continue to communicate their expectations to managers and supervisors to improve organizational success through effective performance management.
- The agency goal continues to be 100% current evaluations.
- **Action Steps:**
 - WSDA continues to follow the agency action plan and is working on methods to continue the progress made to date.
 - WSDA will continue to educate managers and supervisors to maximize the performance of the employees by developing and motivating them to reach peak performance.
 - Each division continues to report on their compliance at internal GMAP presentations.

Data as of 09/30/08
Source: Agency

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

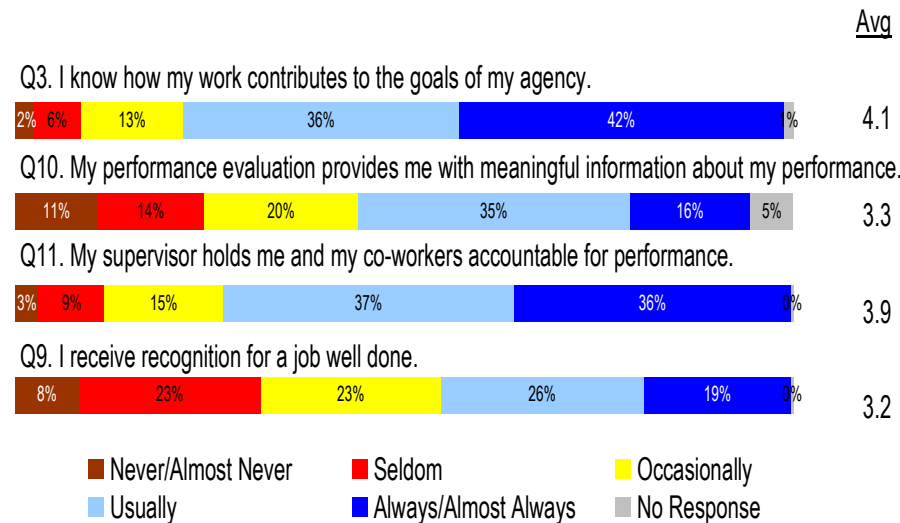
Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey “Performance & Accountability” Ratings

Agency Priority: Medium



Overall average score for "Performance & Accountability" ratings:	3.7
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Analysis:

- 78% of staff usually or always know how their work contributes to the agencies mission and goals.

Action Steps:

- Increasing the number of timely and effective performance appraisals should improve employees view of their importance and contribution to the agency's mission and goals.
- WSDA will continue to communicate to staff the importance of their commitment to our state and the agency's vision to provide world class customer service and consumer protection.

Data as of 04/07
Source: DOP Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	2
Reduction in Pay*	0
Total Disciplinary Actions*	2

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Neglect of duty
- Inappropriate behavior (lying)

Analysis:

- WSDA's disciplinary action numbers are few in number.
- One employee appealed his suspension to the PRB and the action was upheld.
- The other employee did not appeal the suspension.

Action Steps:

- Supervisors and managers will continue to hold employees accountable to conduct their duties with the highest level of professional and ethical conduct.
- Supervisors and managers will continue to provide the tools necessary to staff to be successful at their jobs.

Data Time Period: 07/07 through 06/08
Source: HRMS and Agency

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

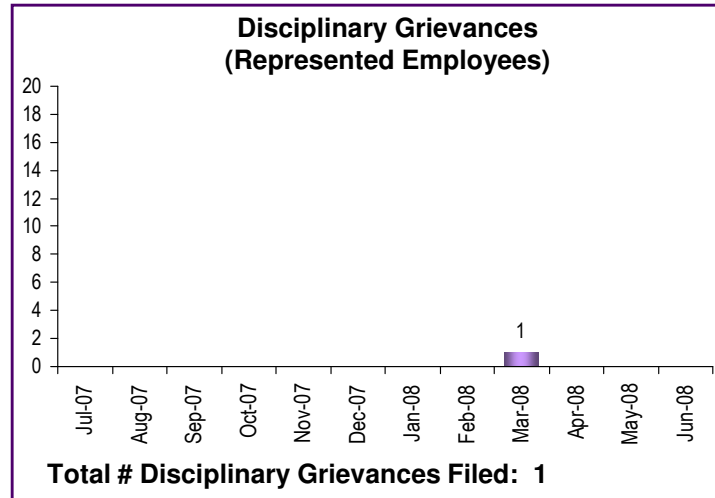
Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Agency Priority: Low



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 0 Dismissal
- 0 Demotion
- 1 Suspension*
- 0 Reduction in salary

***The suspension was upheld.**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- Settled after level-one response

Data Time Period: 07/07 through 06/08
Source: Business Intelligence and Agency

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

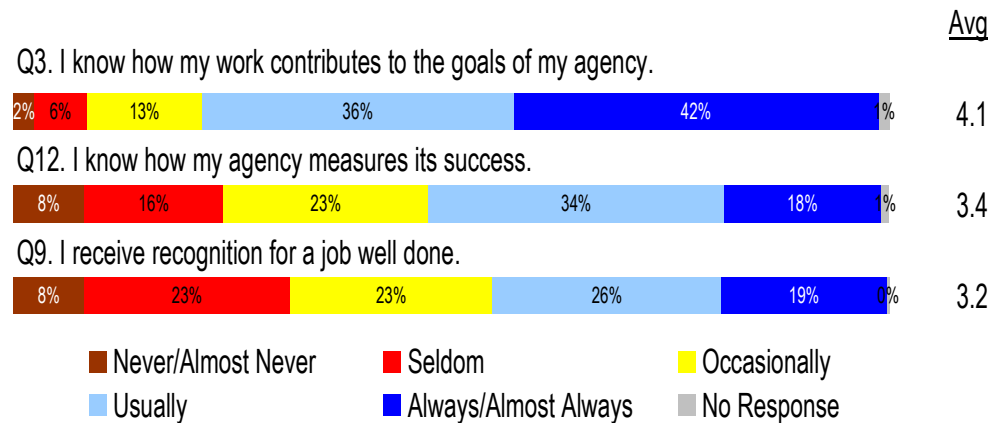
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: Medium



Overall average score for "Employee Commitment" ratings: 3.6

Analysis:

- 78% of staff usually or always know how their work contributes to the mission and goals of the WSDA.

Action Steps:

- Increasing the number of timely and effective performance appraisals should improve employees view of their importance and contribution to the agency's mission and goals.
- WSDA will continue to communicate to staff the importance of their efforts and how they contribute to the agency's organizational performance measures.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

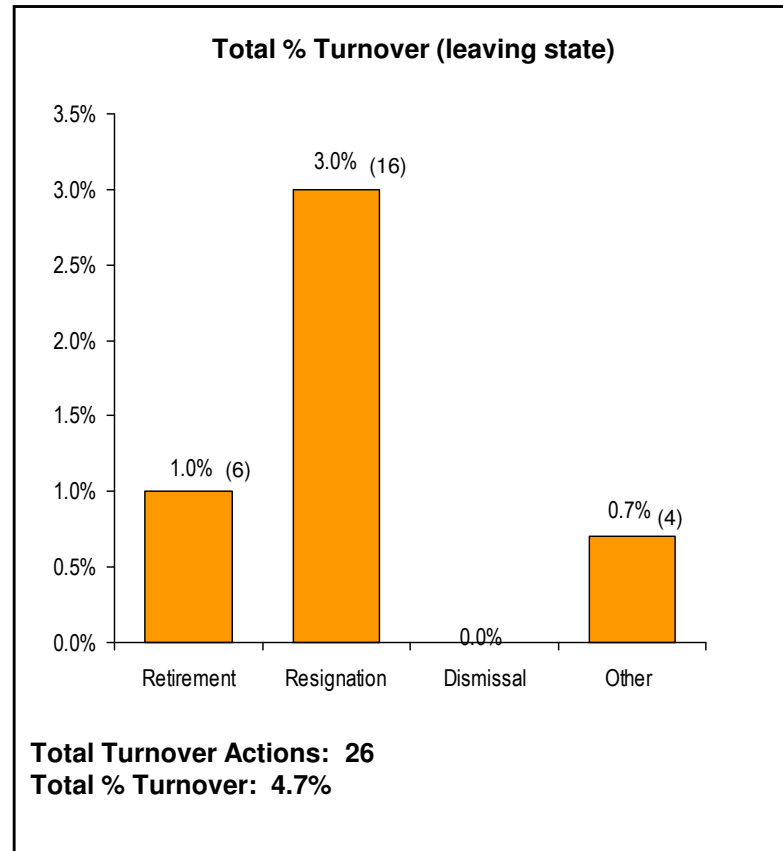
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: Low



Analysis:

- The October 07 report showed WSDA as having 18 total turnover actions with a 3.6% turnover rate.
- While turnover rates are up slightly, it is not a significant change.

Action Steps:

- Exit interview questionnaires are given to exiting employees and tracked by Human Resources.
- The Executive Leadership Team continues to identify and develop individuals who may assume positions of significant responsibility in the coming years.

Data Time Period: 07/07 through 06/08
Source: Business Intelligence

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

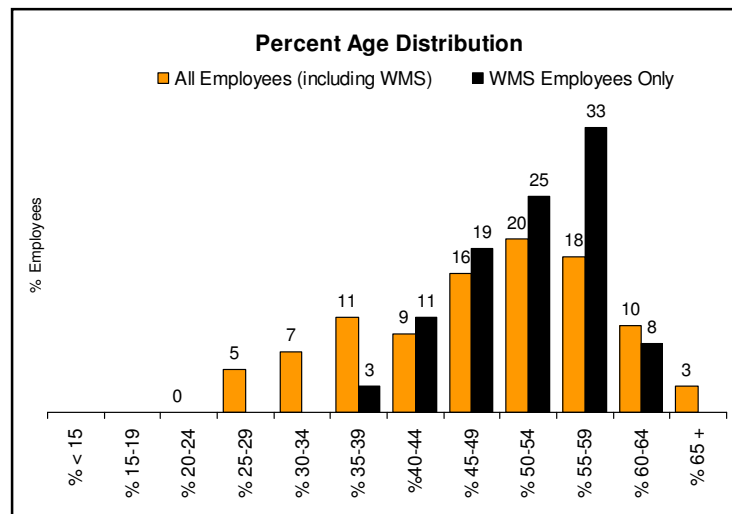
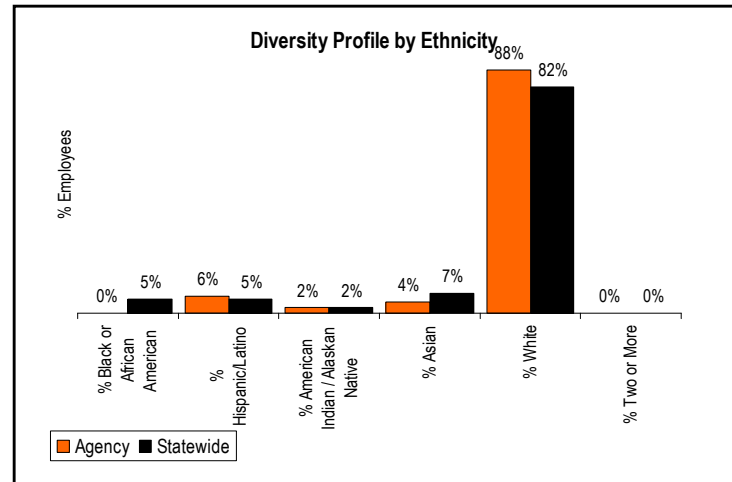
Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile

Agency Priority: Medium

	Agency	State
Female	39%	53%
Persons w/Disabilities	2%	4%
Vietnam Era Veterans	6%	6%
Veterans w/Disabilities	1%	2%
People of color	12%	18%
Persons over 40	77%	75%



Analysis:

- WSDA continues to closely mirror the statewide diversity profile with the exception of African Americans.

Action Steps:

- WSDA will continue to focus on recruiting candidates that reflect the diversity of the State of Washington.
- WSDA now sends all job announcements to the statewide diversity list serve.
- WSDA will research additional methods of distributing job announcements to attract diverse candidates.

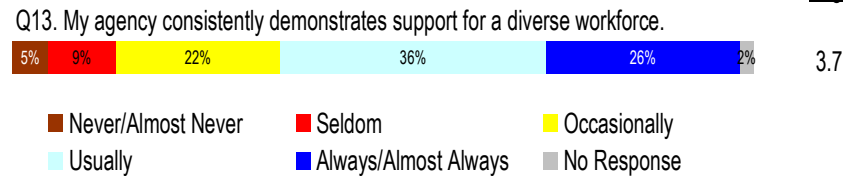
Data as of 06/30/08
Source: DOP and Business Intelligence

Workforce Diversity Profile

Employee Survey “Support for a Diverse Workforce” Ratings

Agency Priority: Low

Employee Survey "Diversity" rating



Average rating for "Agency support for a diverse workforce": 3.7

Analysis:

- 62% of employees feel the agency always or usually demonstrates a support for a diverse workforce.

Action Steps:

- WSDA will continue to support efforts for a diverse workforce.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)